



SAVONIA

Suggestions for developing international events in Finland

Case study: SATOA Kuopio Food Festival

Daria Chikunova

Bachelor's Thesis

18. 04. 2016 Kuopio, Finland

Bachelor's degree (UAS)

Field of Study Social Sciences, Business and Administration			
Degree Programme Degree Programme in International Business			
Author(s) Daria Chikunova			
Title of Thesis Suggestions for developing international events in Finland. SATOA Kuopio Food Festival case study.			
Date	18.04.2016	Pages/Appendices	37/6
Supervisor(s) Virpi Oksanen, Jari-Pekka Jääskeläinen			
Client Organisation/Partners ProAgria Pohjois-Savo			
<p>Abstract</p> <p>SATOA is an International Food Festival (later named as “project”), organised during the last weekend of summer in Kuopio, Finland, where restaurants offer to taste unique authentic cuisine of North Savo. The main idea is to celebrate the traditional harvest season altogether with citizens and international guests. SATOA was organized for the first time in 2014 and was a great success.</p> <p>The purpose of the thesis was to provide suggestions for developing the event. In addition, one of the crucial objectives was to develop international marketing. Based on the experience of the previous years, tools, such as analysis of qualitative and quantitative data, and SWOT Analysis were used.</p> <p>It was concluded that the project was found valuable and interesting by the audience attending the event and businesses taking part in it despite its weaknesses and threats. The core task is to recognize how to minimize them, and at the same time to enhance strengths and increase opportunities. In addition the thesis showed that several tools of international marketing ought to be replaced.</p> <p>The final chapter of this thesis presents suggestions for improving the project, in particular the ways of developing public relations and advertisement channels.</p>			
<p>Keywords</p> <p>Food Festival, International Marketing, ProAgria Pohjois-Savo, SATOA, Strategic Management Process, Suggestions for Developing, SWOT Analysis</p>			

CONTENTS

1	INTRODUCTION	4
2	STRATEGIC MANAGEMENT PROCESS	6
2.1	The industrial organization model of above-average return.....	6
2.2	The resource-based model of above-average return.....	8
2.3	The Challenge of Strategic Management	10
3	SWOT ANALYSIS	11
3.1	SWOT analysis of SATOA	12
3.2	Correlation of SWOT analysis of SATOA	13
4	RESEARCH IMPLEMENTATION AND RESULT ANALYSIS ON CASE STUDY SATOA	16
4.1	Quantitative research	17
4.1.1	Questionnaire design and data collection on case SATOA.....	18
4.1.2	Quantitative analysis of data on SATOA case study	19
4.2	Qualitative research.....	24
4.2.1	Qualitative analysis of data on SATOA case study.....	25
5	INTERNATIONAL MARKETING FOR SATOA FESTIVAL.....	27
5.1	International marketing communication	27
5.2	The channels of advertisement.....	28
5.3	The channels of public relations for SATOA Festival	31
6	CONCLUSION	33
	REFERENCES	35

APPENDICES

APPENDIX 1 SURVEY COVER LETTER

APPENDIX 2 CUSTOMER SATISFACTION QUESTIONNAIRE: SATOA FESTIVAL
CASE STUDY

APPENDIX 3 RESPONSES OF OPEN-ENDED QUESTIONS

APPENDIX 4 INTERVIEW QUESTIONS

1 INTRODUCTION

The present thesis focuses on the topic of strategic management, with the example of a SATOA Kuopio Food Festival where the author had carried out basic and professional internships of the Bachelor programme. The thesis provides a good overview of client organization's operations and suggests ways for the development of international event (later named as project) in the future.

The aim of the thesis is to give ideas and suggestions for improving the project. Moreover, the thesis provides an examination of strategic management process within a company ProAgria Pohjois-Savo and a high-quality SWOT analysis of SATOA project. Investigations on how the company achieves to sell its services will be carried out with personal working experience, quantitative and qualitative research on the company and literature research.

SATOA (the "harvest" in Finnish) is a Food Festival in Kuopio where people come to celebrate the traditional harvest season and local tastes. A certain amount of restaurants set up their kitchens on the street to offer small tasty dishes. The venue is a unique opportunity for the chefs and customers to come together and a common celebration for all who delight food. Plus to this, there are also performances by street musicians and artists. This festival has no entry fee, thus all people can participate for free. (SATOA, 2015)

The first SATOA festival was organised in 2014. That year twelve restaurants participated, approximately 20 000 visitors came, and 17 000 portions were sold. The amount of restaurants, guests and sold portions multiplied by two the following year, 2015 (SATOA, 2015). Consequently, the main objective of this thesis is to suggest ways for improving the project: thus, to increase amount of participants and raise earnings.

The client organization and one of the organizers of SATOA project is company ProAgria Pohjois-Savo. As it was mentioned before, author of present thesis has completed basic and professional internships at this company in years 2014 and 2015.

The company's main specializations and functions are consulting and project activities in the field of agriculture in Finland, providing an extensive network of specialists and a wide range of services targeted to rural entrepreneurs (ProAgria, 2014).

During the present thesis will be conducted the following researches: primary data collection, such as qualitative and quantitative research, and secondary data collection. Qualitative researches will consist of interview with the client organization, while quantitative research will consist of collecting responses of questionnaire survey connected with customers' satisfaction, and then all data will be analyzed. Secondary data collection will be aimed on assembling the results using related articles, literature and thesis seminars.

Researches will consist of observation and study of previous events information. Theoretical part will be compiled through secondary data collection; specifically information about strategic management process and models will be considered. Then this information will be applied on the practical part which will be compiled through primary data collection and knowledge gained through studying and working experience.

The crucial goals that are needed to be achieved during the thesis writing are:

1. Prepare the analysis of the marketing activity;
2. Conduct a questionnaire survey identifying the consumers' evaluations according to the last 2 years experience;
3. Conduct interviews with client organization identifying the following: the advertisement channels that were used in previous years, and cooperation between restaurants;
4. Examine core strengths, weaknesses, opportunities and threats using SWOT analysis;
5. Suggest the business strategy based on findings;
6. Prepare high quality results: final report's information ought to be valid and reliable, i.e. client organization decides to use proposed suggestions of development.

All findings, results and additional information are presented below.

2 STRATEGIC MANAGEMENT PROCESS

Dynamic in nature, the strategic management process is the full set of commitments, decisions, and actions required for a firm to achieve strategic competitiveness and earn above-average returns (SlideShare, 2016). Relevant strategic inputs derived from analyses of the internal and external environments are necessary for effective strategy formulation and implementation. Alternately, effective strategic actions are an essential to reaching the desired results of strategic competitiveness and above-average returns. Thereby, the strategic management process is used to combine the conditions of a continuously changing market and competitive model with a firm's unceasingly evolving resources, capabilities, and competencies. Effective strategic actions that take place in the context of carefully integrated strategy formulation and implementation actions result in desired strategic outcomes. (Teece, 2000)

The two models have to be considered that suggest the strategic inputs needed to choose strategic actions required to achieve strategic competitiveness. One of these models is **industrial organization**. The concept of this model implies the external environment as the primary determinant of a company's strategic actions. The key to this model is identifying and competing successfully in an attractive (i.e., profitable) industry. (Hamel & Prahalad, 1993)

The name of the second model is **resource based** and its concept implies that company's unique resources and capabilities are the critical link to strategic competitiveness (Maccoby, 2001). In consequence of the combined use of both models, companies gain the strategic inputs required to formulate and implement strategies successfully. Analyses of external and internal environments of a company provide with the information necessary to expand its strategic intent and strategic mission; these elements influence strategy formulation and implementation actions. (Hoskisson, 2000)

2.1 The industrial organization model of above-average return

The industrial organization model interprets the dominant influence of the external environment on a company's strategic actions. The model specifies that industry in which a company chooses to compete has a stronger influence on the company's performance than do the choices managers make within their organizations. (Miller, 1991)

This model has four basic assumptions. First, the external environment is supposed to force pressures and limitations that define the strategies that would effect on above-average returns. Second, a plenty of companies competing within a specific industry or within a certain sector of it are supposed to regulate resembling strategically relevant resources and to pursue resembling strategies in light of those resources. Third, resources used to perform strategies are highly changeable across the company. And fourth, organizational decision makers are supposed to be intelligent and accomplished to acting in the company's best interests, as shown by their profit-maximizing behaviors. (Rotember & Saloner, 2000) In other words, the model challenges companies to locate the most appealing industry to compete.

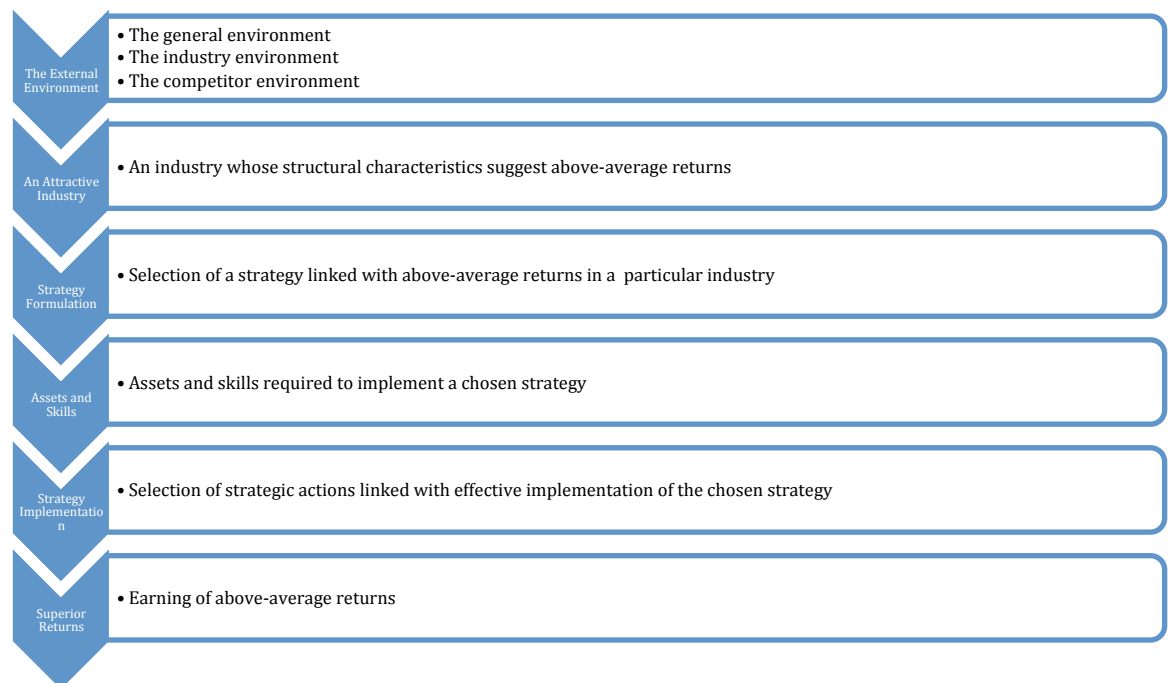


FIGURE 1. The industrial organization model of above-average returns (Hoskisson, 2000)

As illustrated above, the particular model proposes that above-average returns are earned when companies perform the strategy prescribed by the characteristics of the general, industry, and competitor environments. Thus, this model suggests that external characteristics rather than the company's unique internal resources and capabilities mainly determine returns. (Gori, 2001)

Research findings support the industrial organization model. The results of the research suggest that both the environment and the company's characteristics play a role in

determining the company's specific level of profitability. Therefore, there is likely a reciprocal relationship between the environment and the company's strategy, thereby affecting the company's performance. (Beamish, 1999)

The development and beneficial use of a company's resources, capabilities, and competencies are accepted through the practice of the resource-based model. As a consequence, managers ought to combine the two models to improve the most effective strategy. (Burgelman, 2001)

2.2 The resource-based model of above-average return

The resource-based model suggests that each organization is a collection of unique resources and capabilities that ensures the basis for its strategy and that is the primary source of its returns. This model assumes that capabilities develop and should be operated dynamically in pursuit of above-average returns. Therefore, differences in companies' actions across time are due mostly to their unique resources and capabilities rather than the industry's structural characteristics. (Burgelman, 2001)

Resources are inputs into a company's production operation, e.g. capital equipment, the skills of particular employees, patents, finances, and talented managers. Generally, a firm's resources can be classified into three categories: physical, human, and organizational capital. Individual resources alone may not yield a competitive advantage. Usually, competitive advantages are generated through the combination and integration of sets of resources. (Jaffe, 2001)

A capability is the capacity for a set of resources to perform a task or an activity in an integrative manner. Through the firm's ongoing use, capabilities become stronger and more difficult for competitors to understand and imitate. As a source of competitive advantage, a capability "should be neither so simple that it is highly imitable, nor so complex that it defies internal steering and control". (Byrne & Elgin, 2002).

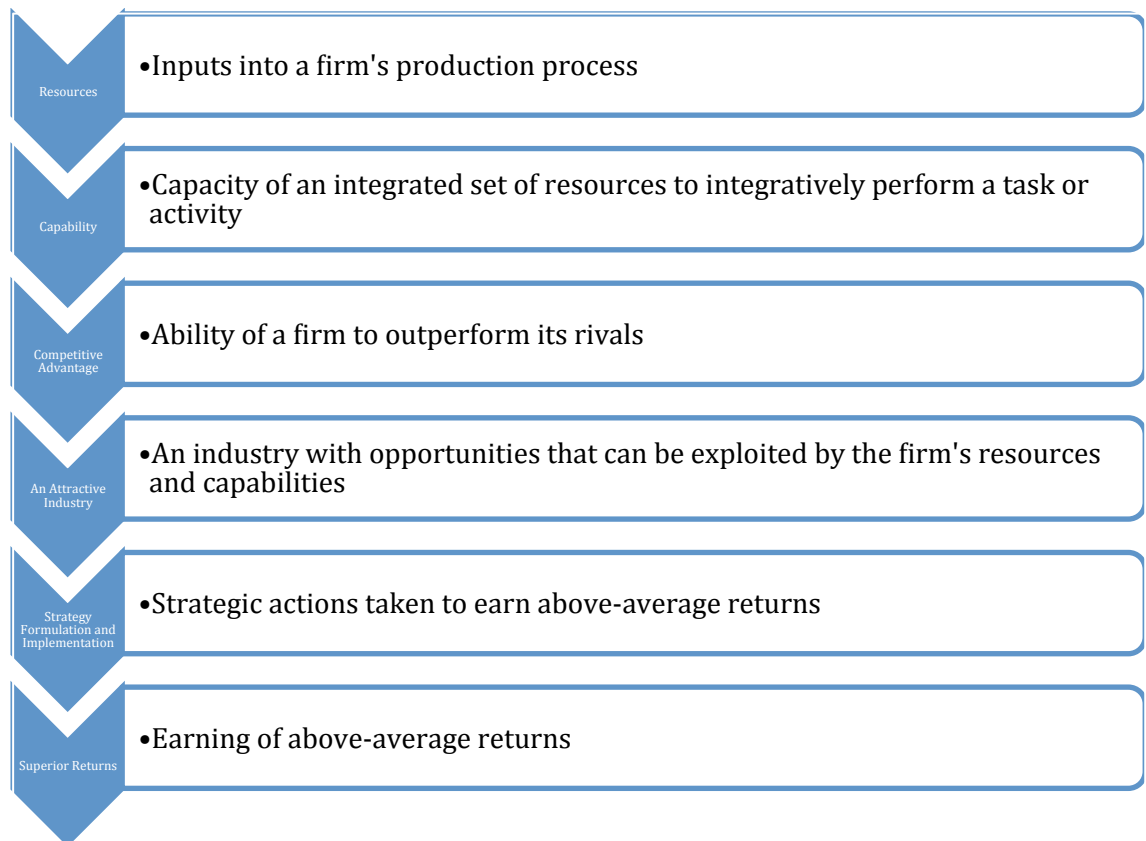


FIGURE 2. The resource-based model of above-average returns (Hoskisson, 2000)

Following the concept of this model, it is easy to notice that instead of focusing on the collection of resources requires to implement the strategy prescribed by conditions and constraints in the external environment model, the resource-based point assumes that a company's unique resources and capabilities supply the basis for a strategy. The strategy selected ought to let the company to best develop its core competencies respective to opportunities in the external environment. (March, 1994)

Core competencies are resources and capabilities that serve as a source of competitive advantage for a company over its competitors. Usually related to a company's functional skills (e.g., the advisory and development services is a core competence at ProAgria), core competencies, when developed, fostered, and applied throughout a firm, might result in strategic competitiveness. (GE Businesses, 2002)

To crown it all, resources, capabilities, and core competencies are the characteristics that compile the base of competitive advantage. Resources are the source of a firm's capabilities. Capabilities in turn are the source of a firm's core competencies, which are the foundation of competitive advantages. Combinations of resources and capabilities are managed to create core competencies. (GE Businesses, 2002)

2.3 The Challenge of Strategic Management

The aim of reaching strategic competitiveness and earning above-average returns are challenging. This rule concerns not only large firms, but also small ones'. Some of them create their own problems by formulating the wrong strategy or by poorly implementing an effective strategy. (Ibid, 1997)

Successful performance may be transient and impermanent. Company might be highly successful with a strong global brand and excellent financial performance. But it might make a number of strategic mistakes, for instance, do not keep up with the changes in the marketplace. Resembling situation happened with Levi Strauss in the middle of 1997. Consequently, the competitors took away remarkable market share. Thereby, a weak or inefficient strategy is a major reason for the impermanence of firm success. (Wright, 2000)

A "strong and well-thought-out strategy" is regarded as the most important factor to make a company the most respected in the future. Maximizing customer satisfaction and loyalty, business leadership and quality products and services, and concern for consistent profits followed this factor. (Rowe, 2001) These rankings are consistent with the view that no matter how good a product or service is, the company ought to select the "right" strategy and after implement it effectively (Petrick & Quinn, 2001).

Companies should unceasingly evaluate their environments and determine on the appropriate strategy. By choosing it, companies determine to pursue one course of action over the others. The executives of companies set priorities for the company's competitive actions. (Sosik, 2001)

In order to formulate an effective strategy several planning methods should be involved. One of the methods, known as SWOT analysis, will be applied on the practical part of this work.

3 SWOT ANALYSIS

For examining the potential for a new business or product, a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis can help determine the likely risks and rewards. This tool is an analytical structure for assisting a company to face its crucial challenges and discover its most promising new markets. The main goal of SWOT analysis is to let company identify both internal and external environments and their influences. (Business News Daily, 2015)

First of all, some terms need to be explained. There are four crucial components: strengths, weaknesses, opportunities, and threats.

- **Strengths** are capital, knowledge, skill, or other advantage that a company has or can obtain over its competitors in meeting the needs of its clients.
- **Weaknesses** are faults that increase the risk of a failure.
- **Opportunities** are exploitable sets of conditions with indefinite outcome, demanding commitment of resources and implying exposure to risk.
- **Threats** are the conditions in the general environment that may hinder a company's efforts to achieve strategic competitiveness. (Finkelstein & Hambrick, 1996)

The analysis concentrates completely on the four components included in the acronym, letting organizations to distinguish the forces operating a strategy, action or initiative. Both positive and negative elements have to be taken into consideration (for identifying blind spots): exactly this method helps companies to identify what parts of a plan need to be recognized. (Business News Daily, 2015)

There are two essential factors, which are the crucial elements of this analysis: internal (strengths and weaknesses) and external (opportunities and threats). First ones refer to internal factors, which means the organization can influence on them, while external factors relate to elements companies do not control. However, organizations can not expect to take advantage of or regulate the external factors until the internals have been fairly evaluated. (Business News Daily, 2015)

Usually, people who perform a SWOT analysis create a table separated into four columns to itemize each impacting component side-by-side for comparison. Strengths and weaknesses will not typically match listed opportunities and threats, though they

should correlate somewhat since they are tied together in some way. (Business News Daily, 2015)

3.1 SWOT analysis of SATOA

It is assumed that the SWOT analysis can accurately and evidently represent the situation of the SATOA project.

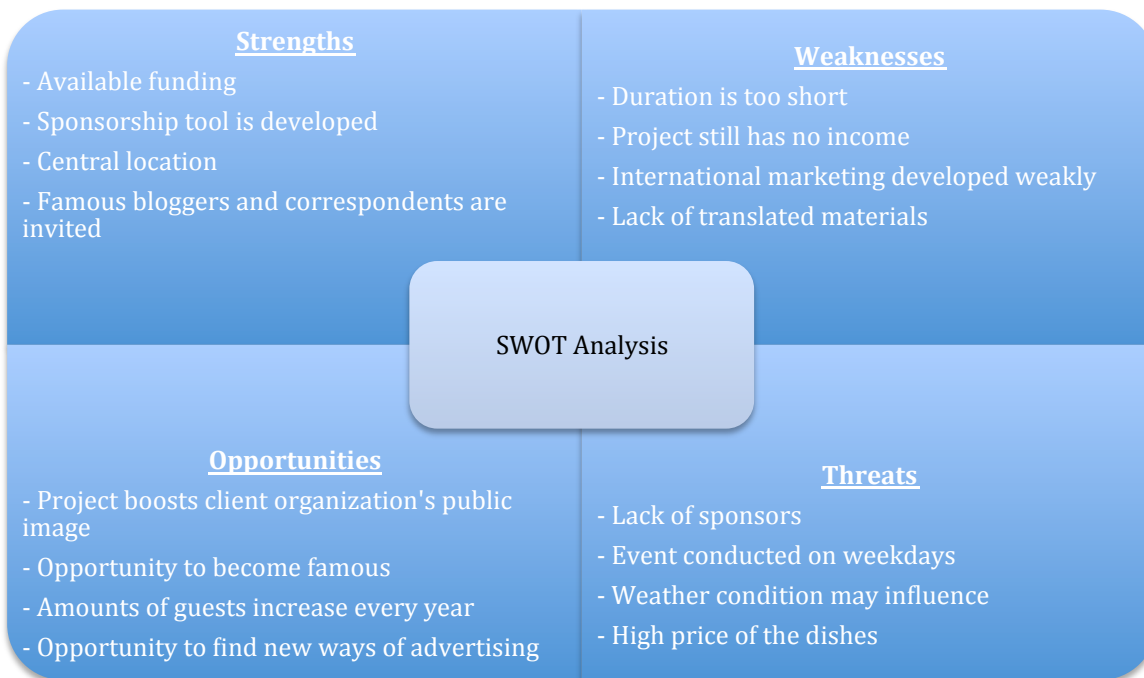


FIGURE 3. SWOT analysis of SATOA

All the mentioned information presented in the table above is collected during the years of personal experience and opinions of client organization members'.

The first components for taking into consideration are the **strengths**. The Centre for Economic Development, Transport and the Environment funds the current project. Plus to this, according to the opinion of one of the organizers, the sponsorship tool kit and guide is in progress particular year to avoid sponsorships that are not working together with their values. In addition, project takes place at the heart of the city, right next to the Market square. The restaurant tents are located on Kauppakatu and Puijonkatu, close to the Market Hall (SATO, 2015). The last but not least, client organization invited food reporters, bloggers, journalists, a photographer, and 2 bloggers, who are included in the list of 10 most read food blogs of Finland, visited the project.

Second components, which were included, are the **weaknesses**. First of all, the duration of the project is very short: only two days (Friday and Saturday). Secondly, the festival cannot produce any income yet. Thirdly, international marketing should be better developed. Fourthly, not all restaurants' menus were translated to Russian or English. Thus, the plenty of foreigners had difficulty with choices, because they had no idea what was written in menus.

Next components are **opportunities**. There are no doubts that SATOA project boosts client organization's public image, and the project shares the vision of the strategy for Northern Savonia countryside and agriculture: to become an nationally and internationally acknowledged food province by 2020 (SATO, 2015). Plus to this, amount of guests multiplied by two since the first festival was organized. Thus, it will be also increased in 2016. Also opportunity of new ways of advertising suggested by the author will be discussed in next chapters.

And the last, but not least components are **threats**. One of the main threats is the lack of sponsorship, which can work together with project's values. Moreover, usually projects were conducted on Friday and Saturday, which meant that on work days there were less guests than on a weekend. In addition, all project tents were located outside right on the streets, thus the bad weather could influence on the amount of guests. Another negative point is some of the restaurants ask a high price for their dishes.

3.2 Correlation of SWOT analysis of SATOA

The next step to be done is to turn SWOT analysis into actionable strategies. For this purpose it is essential to make connections between each component of analysis. This process aims to work around the table, combining information from two components to create actionable strategies. (Business News Daily, 2015)

This process ought to look as follows:

- Strengths–Opportunities column: apply internal strengths to take advantage of opportunities;
- Strengths-Threats column: apply strengths to reduce threats;
- Weaknesses-Opportunities column: develop weaknesses by taking advantage of opportunities;
- Weaknesses-Threats column: work to exclude weaknesses to avoid threats.

A descriptive illustration is provided below (TABLE 1).

	Opportunities External, positive	Threats External, negative
Strengths Internal, positive	Amount of guests is increased due to central location. Invitation of media people can boost public image.	Fundings are still available, and project does not have losses. Sponsorship tool kit developed, thus project on its way to earn income.
Weaknesses Internal, negative	Development of international marketing. Find the translators who will be responsible for their work.	Price decreasing could increase sales. Process of seeking sponsors should be started, thus increase revenue. Alternative places/ways of festival conducting.

TABLE 1. Correlation of SWOT analysis of SATOA

Information based on correlation between Strengths-Opportunity column shows that there is no doubt that the location chosen for the festival is perfect: it is the heart of Kuopio, close to Market Square, Sokos mall and shopping streets. All citizens and tourists come exactly to this place when they want to go for a walk or buy something. Plus to this, client organization is recommended to invite more people who are connected to media, because they can expand the information about the event and the company.

The correlation in Strengths-Threats column shows that the organization still has fundings for this event, and it will help them not to have losses. Sponsorship tool kit developed and organizers will try this time to find sponsors who have the same goals and will work on mutually beneficial deal, thus project on its way to earn income.

Weaknesses-Opportunities column consists the information that suggestions of developing and improving the international marketing will be done, which will be discussed in next chapters. Client organization is suggested to hire a professional(s) who will be responsible for all translations. Thereby, guests can come and easily read all menus in Finnish, English, and Russian.

Weaknesses-Threats column shows that according to opinions of many guests, some of the restaurants asked a very high price for their dishes. For many tourists, who have tight budget for their travels, it is impossible to spend much money on small portions.

Plus to this, to increase income client organization is recommended to find sponsors; otherwise there will be no profit. Moreover, alternative places or ways of festival conduction are suggested to be taken into consideration. In case of rainy weather there should be emergency place with a roof, thus people can enjoy the celebration without the risk of getting wet. As an option, some of the places of underground market could be used.

4 RESEARCH IMPLEMENTATION AND RESULT ANALYSIS ON CASE STUDY SATOA

This important chapter should be started with comparison of two research methods: quantitative and qualitative researches. Both methods will be applied in the current thesis work.

According to the Explorable, 2015, the concepts can be compared as follows:

- Qualitative research aims on gathering of mostly verbal data rather than measurements. Collected data is analysed subsequently in an interpretative manner, subjective, impressionistic or even diagnostic.
- Quantitative research presumes to gather and analyse only measurable data.

The table below presents a more detailed comparison between qualitative and quantitative researches:

	Qualitative	Quantitative
Hypothesis	Broad	Narrow
Description	Whole picture	Focused
Type of Research	Explanatory	Conclusive
Usage phase	Early	Late
Gathering tool	Personal, individual	Impersonal group
Type of data	Words, images, objects	Tables, numbers, statistics
Approach	Subjective	Objective

TABLE 4. Difference between qualitative and quantitative researches (Explorable, 2015)

It is not easy to state, which method is better than another. The reason is each method has its unique strengths and weaknesses that might really vary rely on the subject the researcher wishes to consider. (Explorable, 2015)

Research ethics includes human subjects or participants raises unique and complex ethical, legal, social and political issues. Research ethics is concretely concerned in the study of ethical challenges that appear when people are engaged as participants in research. (Research Ethics, 2016)

There are four main ethics principles:

1. Voluntary participation – respect of privacy has to be remembered.
2. Informed consent – open and public explanation of research, and ethical treatment of participants.

3. Professional integrity – analysis provided with logic, arguments and reporting.
4. Anonymity, privacy and confidentiality should to be taken into account as well. (Research Ethics, 2016)

It was decided to use both methods, because particular study intends to explore the response to a request through numerical evidence and also to interpret the verbal information.

During the research and data collection all information gathered from survey respondents and employees stay confidential. In addition, no one from respondents was forced to participate and fill the questionnaire form.

4.1 Quantitative research

The crucial goal in conducting quantitative research is to define the connection among one component (an independent variable) and another component (a dependent variable) within a population. Quantitative research structures are either descriptive (subjects often measured only once) or experimental (subjects measured before and after an experience). The first one sets only connections between variables; the second one sets causation. Quantitative research focuses on numbers, logic, and an objective attitude, unchanging data and detailed. (Social Research Methods, 2006) The process of gathering the quantitative data is presented below (FIGURE 4).

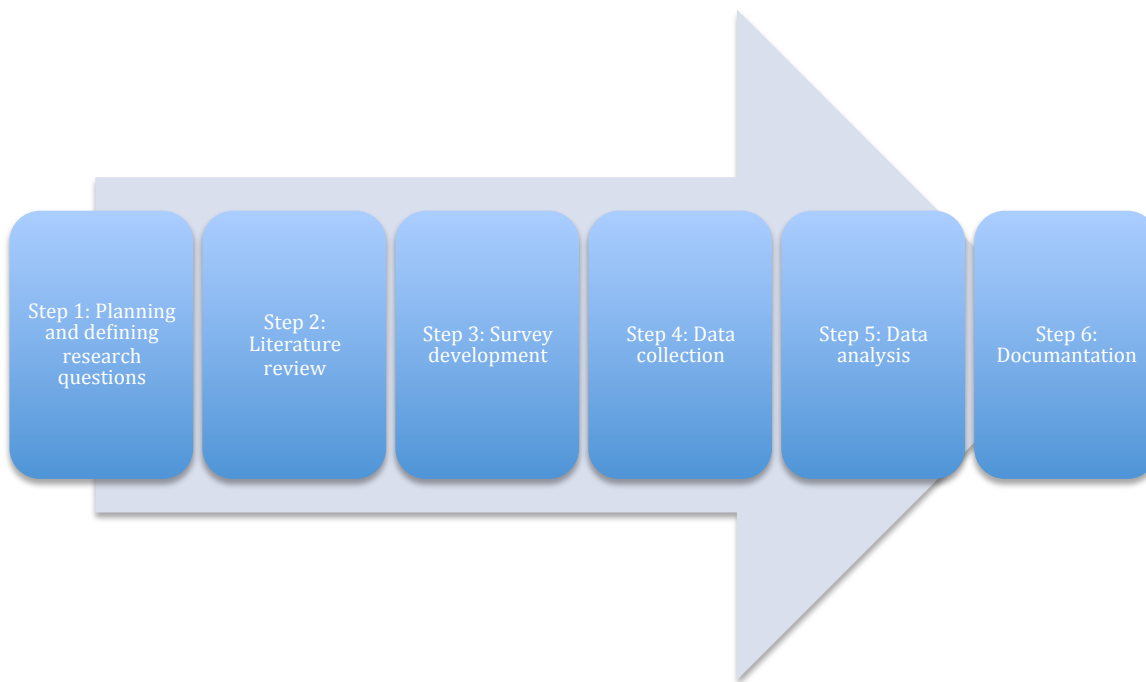


FIGURE 4. Gathering quantitative data process according to Social Research Methods, 2006

In addition, there are different research strategies under quantitative research. **Cross-sectional study** -- is usually carried out to evaluate the abundance of the results of interest for a particular population, generally for the aims of public health planning. Information might be assembled on individual features; including influence of risk factors, alongside data concerned the result. **Experimental study** -- a typical variety of the research that has plenty obligation to the natural sciences, even if it performances strongly in much social science research. **Longitudinal study** -- is a correlational research that includes frequent observations of the identical variables over durable periods of time, e.g. often many decades. **Surveys** -- are one of the most significant fields of measurement. The broad area of survey research encompasses any measurement procedures that involve asking questions of respondents. (Social Research Methods, 2006)

The survey research is applied to the quantitative analysis part of the present thesis; more specifically, customer satisfaction questionnaire: SATOA Festival case study.

4.1.1 Questionnaire design and data collection on case SATOA

For the particular research survey method for data collecting was used (see Appendix 2). Questionnaire was created by the author of current thesis based on customers' feedback of previous years.

Questionnaire containing only ten questions were compiled to collect opinions, ideas and experiences of the SATOA food festival customers. Four of the questions in survey were connected with the background information, for instance the gender, age group, current occupation and nationality. Five of questions were connected with customers' experience, satisfaction and ideas. One of the questions was consisted of scale form from 1 to 5 respectively as totally agree, agree, neutral, disagree and totally disagree. Particular scale form estimated respondents' satisfaction level towards the opening days and hours, street performances of artists and musicians during the festival, food variety and price, and the assistance of SATOA staff towards the customers. Moreover, two questions aimed to gather the information concerned where did they find the information about the festival and what was the purpose of visiting. Plus to this, two questions were open-ended where respondents shared their experiences and ideas. This part was quite tough because respondents did not wish to fill in the open-ended questions. Present questionnaire was created in English.

Time period required for the collection of the information were 2 weeks. First of all, questionnaire was created via Webropol and uploaded in the Facebook pages of Kuopion students, where the information of SATOA 2015 were posted in the summer, 2015, thus the majority of students had participated in the event. Secondly, the questionnaire was uploaded to official SATOA page in the Facebook. And the last but not least, the cover letter and survey link were sent via Savonia university student database. Finally, after the due date the data started to being analyzed in Webropol.

4.1.2 Quantitative analysis of data on SATOA case study

This chapter describes the analysis of the quantitative data. All information is received by using Webropol tool data analysis method. The details of questionnaire can be found in APPENDIX 2.

The sample of the current survey comprises 44 (n=44) respondents with the major age category indicated, namely 64%, being 21-30 years old (FIGURE 5) The least groups are 41-50 and over 50 years old (2% and 5% respectively), which might be interpreted by the fact that information about current survey was sent mostly via: firstly, Savonia

student database, and secondly, Facebook group pages, thus people of an older age do not usually use social networks. This circumstance also clarifies why the number of respondents decreases with an increase in age.

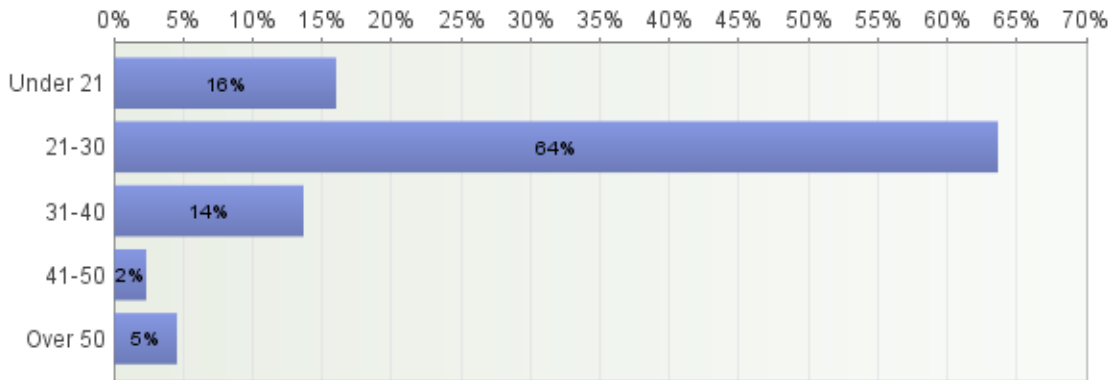


FIGURE 5. Age category of respondents (n=44)

The majority of the questionnaire participants are female (approximately 68% or 30 people), while male represent the rest 32% or 14 people of the sample. The majority of respondents (80% or 35 people) have mentioned the student status in the question concerned current occupation. Plus to this, some of them stated the self-employed (2%) and employed (18%) statuses (see FIGURE 6).

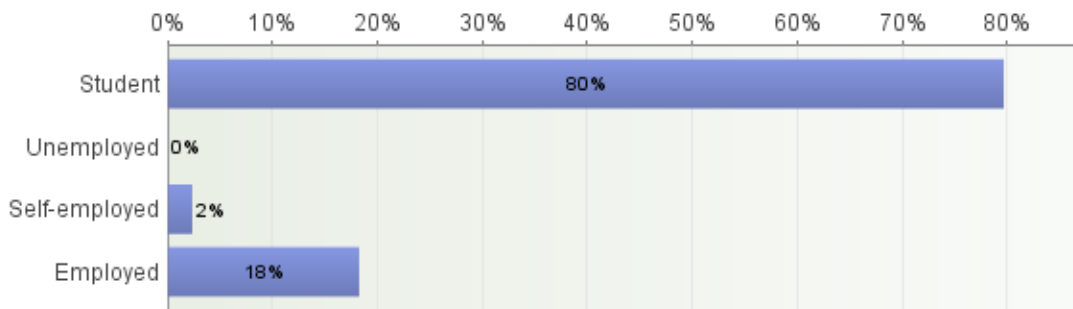


FIGURE 6. Respondents' current occupation (n=44)

Another crucial point in background information is respondents' nationality. From the total amount of 44 respondents, 70% or 31 people are Finns. 8 people or 18% stated that they are Russians. 5 respondents or 11% have chosen "other" option, where stated that they are from Australia, Estonia, Latvia, Macedonia, and Ukraine (see FIGURE 7).

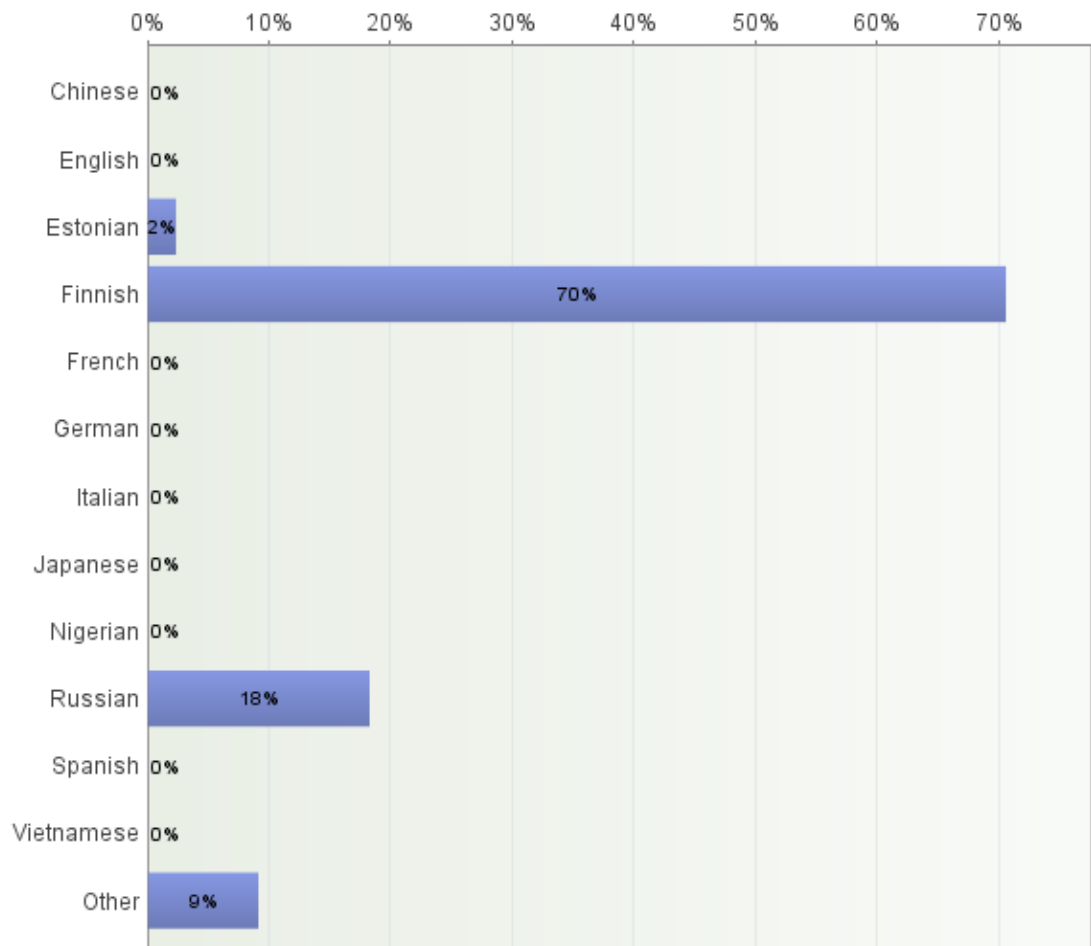


FIGURE 7. Respondents' nationality (n=44)

To sum up, the majority of respondents who have participated in the questionnaire were Finns at the age gap between 21 and 30 years old who currently study at University in North Savo area.

The fifth question is "Where did you find the information about SATOA Festival?" The majority of respondents have answered "from friends" and the total amount is 19 people or 43%. The second most popular answers are "printed advertisement" and "via Internet" -- 34% or 15 people. Respondents, who have stated "via Internet" option, have specified that information was found mostly from advertisement on Facebook or Twitter. 9 respondents or 20% have said they have found the information about festival in Savon Sanomat newspaper, and posters on the street. Only one respondent (2%) have mentioned that he/she saw the advertisement on TV.

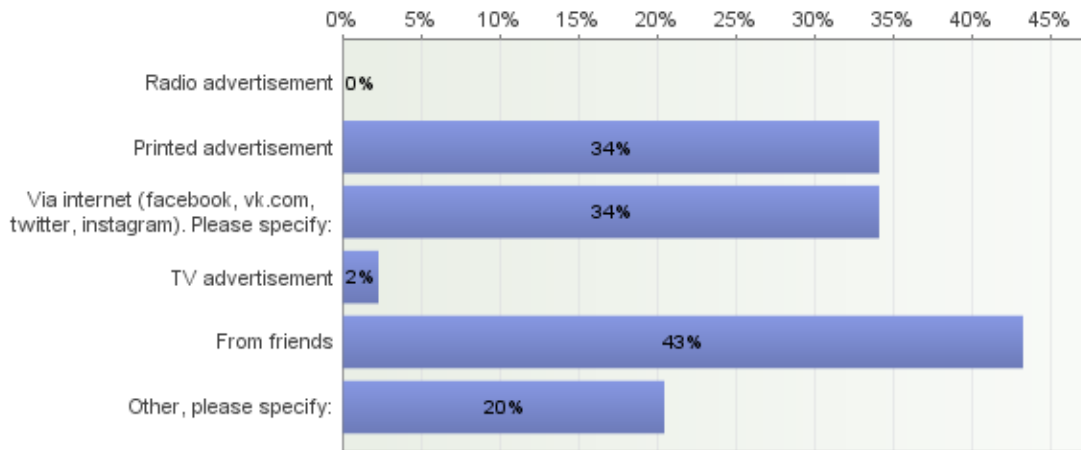


FIGURE 8. The sources of information (n=44)

Another important aspect was to understand why do people come to festival (see FIGURE 9). According to the analysis, 30 respondents or 68% have stated their interest in foreign cuisine. 20 people or 45% have answered that they prefer to spend weekend actively and that was the reason to visit SATOA food festival. The rest has mentioned the interest in street musicians' performance (16%), meeting new friends and people (11%), and curiosity of attending new event (11%).

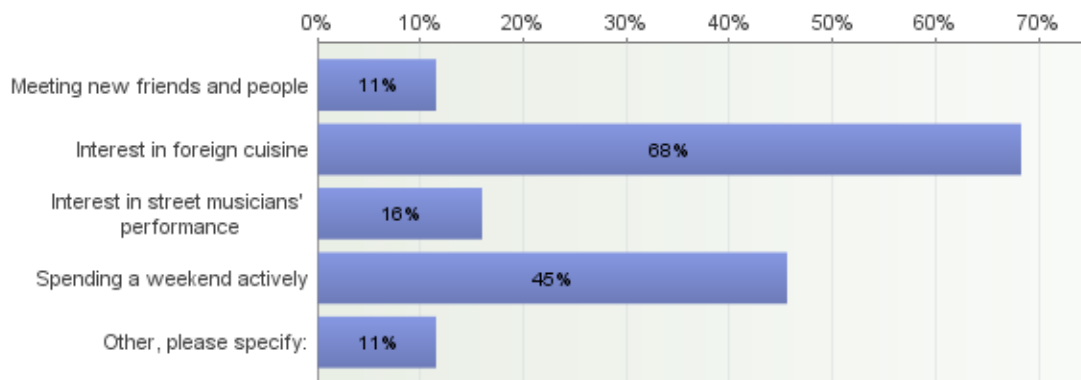


FIGURE 9. The purpose of visiting the event (n=44)

The next part of survey is consisted of scale form from 1 to 5 respectively as totally agree, agree, neutral, disagree and totally disagree. Particular scale form estimated respondents' satisfaction level towards the opening days and hours, street performances of artists and musicians during the festival, food variety and price, and the assistance of SATOA staff towards the customers. The results are shown in TABLE 3.

	Totally agree	Agree	Neutral	Disagree	Totally disagree	Total	Average
I was satisfied with the opening hours of the festival	35%	51%	9%	5%	0%	43	2
I was satisfied with the opening days (Friday and Saturday)	47%	40%	2%	12%	0%	43	2
I enjoyed the performances of street musicians and artists during the festival	28%	35%	33%	5%	0%	43	2
I think the price of food was fair	28%	42%	19%	12%	0%	43	2
The variety of food was good and the food was tasty enough	49%	37%	9%	5%	0%	43	2
SATOA staff was helpful	45%	40%	13%	3%	0%	40	2
Total	38%	41%	14%	7%	0%	255	2

TABLE 5. Customers' satisfaction (n=43)

People who have chosen "totally agree" or "agree" options in statement "I was satisfied with the opening hours of the festival" are equal to 86% altogether. Only 5% of respondents disagree with particular statement. Respondents answered that the opening hours were chosen right and the time of participating was convenient for them.

The amount of people who disagree is increased in "I was satisfied with the opening days (Friday and Saturday)" statement. Although the majority (87%) agree with statement, some of them (12%) mentioned that they wish more opening days: *"From Thursday to Sunday", "The duration has to be fixed (want more days)", "Opening hours to stay open longer in the evening and also Sunday would be great. More time to explore and re-taste everything"*.

The majority of customers have stated neutral opinion with the statement "I enjoyed the performances of street musicians and artists during the festival". They have also shared their opinion about that: *"It was very crowded and so I couldn't enjoy the musicians as much as I'd have liked because they were under the noise of each other", "I enjoy different kind of performances", "There could have been more street performances", "Actually I did not see any musicians or artists", "They were good/great", "I visited Satoa for the first time last summer, and I guess I went there so late (they almost closed everything already) that I did not see any performances", "I did not see any of those", "They were nice! Music is always good"*.

Respondents mostly agree with both statements: "I think the price of food was fair" and "The variety of food was good and the food was tasty enough". Although in open questions they have answered: *"There should be bigger meals", "Somethings were quite expensive to eat and in there you can only pay by cash", "Provide more food, because sometimes it was difficult to try "popular" meal, because of lots of people", "More different kind of food, not the same dish everywhere", "The price of food could be lower", "There should be pictures of food in menus"*.

The last, but not least statement is connected with customers' satisfaction about the SATOA staff. The majority of respondents have stated that the festival staff was helpful enough and they have nothing to add to.

The most beneficial part of the particular research on the author's opinion is suggestions of improvement of SATOA 2016. A plenty of respondents have added that the promos with free meal vouchers were an enjoyable bonus and easy to participate, but they complain this bonus was only for foreigners and Finns could not participate. Plus to this, they suggest to introduce more activities for customers and more spaces for sitting, because the most of them were already occupied. The majority of respondents have mentioned that the idea of the festival is successful and they had a pleasure to participate there, the atmosphere was cosy, and the place of festival was beautiful. Detailed answers can be found in APPENDIX 3.

4.2 Qualitative research

Qualitative research aims at not only what people believe but also why they believe it. It helps people to speak about their views and sights, thus researchers can comprehend respondents' motivations and feelings. (Marketing Donut, 2016)

There are a couple of examples of qualitative research tools: face-to-face or group interviews. Both discussions are the best method to gain of in-depth responsiveness. This method is beneficial when organization or person develops new products or services and interviewer wishes to test reactions and improve the approach. (Hoddinott, 1997)

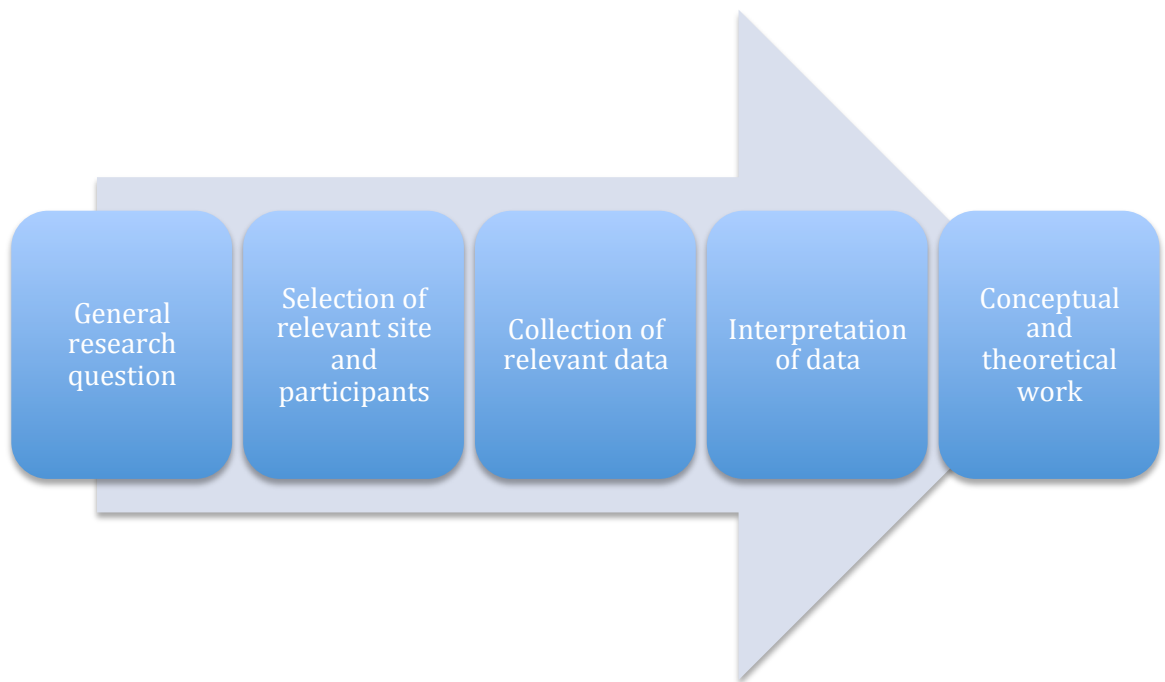


FIGURE 10. Gathering qualitative data process (Hoddinott, 1997)

4.2.1 Qualitative analysis of data on SATOA case study

For practical part of this work of gathering and analyzing qualitative data, the interview with client organization was conducted. There were 2 interviewees who work at ProAgria Pohjois-Savo and were assisting with current thesis writing. The interview analysis is quite short in its nature, but interviewees have supported the whole thesis writing process from the beginning. Due to their help many essential aspects were explained to the author and their assistance was extremely beneficial.

First of all, client organization members mentioned how important for them is **international marketing**. The reason is that every year the festival develops progressively, and they desire more people to know about this kind of event. Russian marketing campaign has already started previous year, and it definitely will be continuously developed.

Secondly, the advertisement channels were discussed. Interviewees stated that the main marketing road was organized through **social media**. The main networks were used: Facebook, Twitter and Instagram. Plus to this, foodreporters and bloggers participated in festival. These professionals are included in the list of 10 most read foodblogs in Finland, thus their assistance was highly beneficial to the project. In

addition, RadioKuopio made some stories connected with the SATOA and played it many times during the festival.

The last question was connected with the cooperation between restaurants and client organization. Interviewees said that first year, 2014, they convinced 12 restaurants' representatives that they have a common goal and common clients. **The trust strategy** extremely successful, accordingly next year, 2015, the amount of restaurants that wanted the same cooperation multiplied twice. Thus, 24 restaurants started to cooperate with the client organization and work together with its value.

All gathered information was applied to the current thesis for project developing.

5 INTERNATIONAL MARKETING FOR SATOA FESTIVAL

International marketing is merely the appliance of marketing principles to more than one country (Marketing Schools, 2012). In particular case of current thesis, Finland is a domestic market, and Russia is a foreign market, where international marketing is going to be implemented. There are four major elements, called 4Ps or marketing mix, of the international marketing: product, place, price, and promotion (Mind Tools, 2016).

For better understanding the 4Ps there are questions that needed to be answered for defining the marketing mix. Particular questions for understanding and defining each of the four elements according to Mind Tools, 2016, are presented below:

- Product: Does the product meet customers' needs?
- Place: Will customers find product where they shop?
- Price: Will customers consider products priced favorably?
- Promotion: Will the marketing communications reach customers?

The marketing mix supports to determine the marketing elements for prosperous positioning of market offer. In this case, the market offer is the SATOA food festival. This model is beneficial for testing existing marketing strategy, however client organization is interested in development of one of the marketing mix segment – promotion (or international marketing communication).

5.1 International marketing communication

There are a couple of factors that influence upon media choices and cultural issues to be considered. Plus to this, other factors need to be included according to Marketing Teacher, 2015:

- The work ethic of employees and customers to be targeted by media.
- Levels of literacy and the availability of education for the national population.
- The similarity or diversity of beliefs, religion, morality and values in the target nation.
- The family and the roles of those within it are factors to take into account.

All of these factors are compulsory to be taken into consideration while international marketing communication is implemented. (Marketing Teacher, 2015)

Author suggests to start with review of the key and most successful tools applied in promotion.

1. Web-based marketing using SATOA own domestic site, which is developed specifically for the target market. In comparison it is obviously seen that there is more information provided in Finnish than the information in English. And there is more information provided in English than in Russian. Hereby, there is not much information provided in Russian. This disadvantage needs to be fixed, to ensure that Russians can find out more details about event on the festival website.
2. Advertising has a plenty of ways to capture the audience: television, radio, print, Internet, newspaper, billboard, magazine, and etc (Marketing Teacher, 2015). Important factor that needed to be pointed here is that all materials should be translated into Russian before they are displayed as an advertisement. The main question is what budget can afford the client organization and which ways of advertising it prefers the most.
3. Public relations (also called PR) are also a beneficial part of an international marketing communication. First of all, PR has greater durability than advertising. (Sacks & Associates, 2016) An article in local newspapers, magazines or journals about the SATOA will be kept in mind far longer than an advertisement. Secondly, PR captures a far broader audience than advertising usually does. The last but most important, PR has greater confidence with the public. Readers understand that if a popular media are featuring the project, the organizers doing something worthwhile (Sacks & Associates, 2016). There are couple of magazines existing in Karelia area, Russia, where it is possible to apply concerning the PR. This information will be provided in next chapters.

5.2 The channels of advertisement

The easiest and most beneficial channels of advertising in this case are Internet and magazines. During the spring and festival development process all other channels may be added, but for this moment only these ways of advertisement can be suggested.

For the last two years author was responsible for the Internet advertisement addressed to Russian audience. The target audience was consisted mainly of Karelia area's citizens who are fond of Finland and travel quite usual there (e.g. communities "Love Kuopio", "Weekend in Finland", and etc). There were couple of social networks used, such as vk.com communities, facebook, instagram and twitter. According to the client

organization's opinion, these methods were useful, thus the author assumes next year this way of advertisement will be used again.

In addition, print advertising could be added. According to the Russian marketing campaign (2015) report, in the following places the brochures and posters were delivered (See TABLE 2).

Place	Address	Contacts
Café "Janismäki"	186709 Sortavala, ulitsa Promyshlennaya, 44-102	+7 (8143) 04 51 10 +7 (921) 526 11 11 janismjaki@kolmas.ru
Restaurant "Piipun Piha"	186709 Sortavala, ulitsa Promyshlennaya, 44-102	+7 (8143) 04 50 65 restaurant@kolmas.ru
Marble canyon "Ruskeala"	186759 Sortavala' area, Ruskeala park	+7 (921) 461 40 13 mail@ruskeala.info
Media center "Выход"	185035 Petrozavodsk, prospect Karla Marksa, 14	+7 (8412) 76 14 41 exit@museums.karelia.ru
Bistro "Dejavu"	185035 Petrozavodsk, prospect Lenina, 20	+7 (8142) 78 20 85
Hypermarket "Lenta"	185000 Petrozavodsk, ulitsa Leningradskaya, 13	+7 800 700 41 11

TABLE 2. SATOA marketing in Russia 2015

The most of the places provided in the table above are located in Karelia area, close to the Russian-Finnish boarder or in Petrozavodsk, the capital of Karelia. Client organization assumed that the printed advertisement would help to promote the event and this method was successful; according to the results of quantitative research provided in the previous chapter, some of the Russian visitors mentioned that they have known about the SATOA festival owing to brochures they had noticed in promotional places.

There are also new places that can be suggested as a Russian marketing campaign in 2016. Author assumes that brochures can be delivered there because of places' location and their popularity of citizens of Petrozavodsk.

Place	Address	Contacts
Petrozavodsk Bus Station	185007 Petrozavodsk,	+7 (8142) 76 10 44

	ulitsa Chapaeva, 3	
Karelian Gornica	185035 Petrozavodsk, ulitsa Engelsa, 13	+7 (8142) 78 53 00 http://gornica.ru
Lotos Plaza/ Sigma Mall	185014 Petrozavodsk, Lesnoy prospect, 47	+7 (8142) 22 22 00 +7 (8142) 71 97 19 http://www.thlotos.ru/objects/retail/sigma/lesnoy/ http://lotosplazaptz.ru
Maxi Mall	185035 Petrozavodsk, Prospect Lenina, 14	+7 800 100 27 27 http://maxi-cre.ru/objects/detail.php?ELEMENT_ID=165
Tetris Mall	185000 Petrozavodsk, ulitsa Meretskova, 11	+ 7 (8142) 57 31 83 http://tetris-ptz.ru

TABLE 3. Suggestions for SATOA Russian marketing campaign in 2016

1. Petrozavodsk Bus Station – it is a departure place to people who start their travel from Russian to Finland. Finding the brochures with SATOA information could stimulate their interest to visit the event.
2. Karelian Gornica – it is the most popular restaurant of Karelian and Finnish cuisines in Petrozavodsk. People who have limitless interest in Finnish culture are always visiting this place.
3. Lotos Plaza/ Sigma Mall – one of the biggest malls is located near the road ring where people start their adventure to Finland. There can be found a plenty of entertainments for all ages and supermarkets. People choose to buy something for a road trip here because of its beneficial location, thus the brochures or printed materials that can be found there can also stimulate the interest of food festival.
4. And 5. Maxi Mall & Tetris Mall – another popular and huge entertainment centres. Majority of businesses usually place their advertisement at these places.

It is expected that new places can be taken into consideration when a new international marketing communication campaign for SATOA, 2016 will start. This information in detail could be found in next chapter “The channels of public relations”.

5.3 The channels of public relations for SATOA Festival

As it has been already mentioned, public relations have greater durability than advertising (T. J. Sacks & Associates, 2016): an article translated to or written in Russian and published in local newspapers, magazines or journals about the SATOA will be kept in mind far longer than an advertisement.

According to the data gained through interview with the client organization, they invited food reporters, bloggers, journalists and a photographer. Plus to this, 2 bloggers, who are included in the list of 10 most read food blogs of Finland, visited the project. These professionals wrote the articles that were published in the popular magazines and newspapers. The questionnaire results show that the majority of people who have visited the food festival find the information about SATOA due to these articles. The crucial fact here is that these customers were Finns, thus they read the information was written in Finnish languages. The author suggests to find the reporters who can also write the basic information about SATOA in Russian, thus to develop international marketing and increase the amount of quests in SATOA 2016.

For this thesis another research was conducted. The main idea was to find the most popular Russian magazine, where can be found information about Finland. Finally, the best option has been found. The online magazine “Губерния Daily” which is specialized on all news connected with Karelia area. For this moment, the audience is 58 669 people who follow this page via vk.com and read all articles on daily basis (Gubdaily, 2016). The website also works independently and shows as the popular page at search requests.

Recently the magazine reporters have launched another news section literally translated as “*The nearby Finland*” (Gubdaily, 2016). There, people give their opinion and share ideas about Finnish shopping, education system, events, and etc. All advertising on this page is free of charge.

This year the festival has new preliminary dates 17-18 of June 2016. The information could be published in Gubdaily in the middle of May or beginning of June. Assistance with the process will be available by the author.

Another option of PR is to public the articles in the magazines that potential customers can find at the Finnish-Russian boarded. These magazines also contain the information about the nearest towns, such as Joensuu, Kuopio, Varkaus, and etc, specifically places with low-price shopping, cafes and restaurants, and entertainments. The information about the SATOA food festival could be also demanded there.

6 CONCLUSION

The purpose of the present thesis work was to provide suggestions for developing the event. Relying on the experience of the previous years, were used tools, such as analysis of qualitative and quantitative data, and SWOT Analysis.

The objectives set in the thesis were achieved as research progressed:

- The analysis of the marketing activity was prepared
- The questionnaire survey based on customers' satisfaction was conducted
- The interviews with client organization concerning the experience of previous years was conducted
- The core strengths, weaknesses, opportunities and threats using SWOT analysis were examined and correlated
- The business strategy based on findings was suggested
- The ways of developing international marketing were proposed

By completing the thesis, the author has gained a plenty of knowledge in the area of strategic management and international marketing. The results of the work implemented are expected to be useful in relation to future career.

During the process of thesis writing, the author has experienced a number of difficulties. First of all, the main obstacle was Finnish language that was applied to the most of the source of SATOA materials. It was quite tough to translate and understand the meaning of information, but that was only the author's fault and that weakness will be fixed soon. Secondly, the data collection could be done in different ways. For instance, questionnaire survey might be spreaded more widely using the printed materials or finding another database of respondents. As a result, these changes could increase the amount of respondents and give more accurate results. And the last but not least, the author ought to develop the time management next time for making the process more systematic.

Although the author was faced with challenges during the thesis writing process, it was a priceless experience. In the beginning it was a compulsory part of study, which was needed to be written in order to complete the degree. However, during the writing process the work was becoming amusing, where author could not only apply her knowledge and experience that were gained before, but also to learn something new.

To sum up, executed results and suggestions are considered to be valid and reliable, since the information was based on numerous theoretical researches of the current problems in project.

REFERENCES

- Beamish P. W. 1999. *Sony's Yoshihide Nakamura on Structure and Decision Making*. Academy of Management Executive, 13(4): 12-16
- Burgelman, R. A. 2001. *Strategy Is Destiny: How Strategy-Making Shapes a Company's Future*. New York: The Free Press
- Business Dictionary 2016. [web site]. [accessed 09 December 2015]. Available from: <http://www.businessdictionary.com>
- Byrne, J., Elgin, B. 2002. *Cisco: Behind the Hype* [web article]. Business Week Online [accessed 08 February 2016]. Available from: <http://www.businessweek.com>
- Collins J. 2001. *Level 5 Leadership: The Triumph of Humility and Fierce Resolve*. Harvard Business Review, 79(1): 66-76
- Explorable 2016. Quantitative and Qualitative Research [web page]. Explorable [accessed 10 February 2016]. Available from: <https://explorable.com/quantitative-and-qualitative-research>
- Finkelstein S., Hambrick D. C. 1996. *Strategic Leadership: Top Executives and Their Effects on Organizations*. St. Paul, MN: West Publishing Company, 2
- Gori, G. 2001. *An American Directs Mexico City's Cinema Revival* [web article]. The New York Times [accessed 12 January 2016]. Available from: <http://www.nytimes.com>
- Gubdaily 2016. *The Nearby Finland* [web page]. Gubdaily [accessed 18 March 2016]. Available from: <http://gubdaily.ru/blog/category/promo/finland/>
- Hamel, G., Prahalad C. K. 1993. *Strategy As Stretch and Leverage*. Harvard Business Review, 71(2): 75-84
- Hitt M. A., Keats B. W., DeMarie S. 1998. *Navigating in the New Competitive Landscape: Building Competitive Advantage and Strategic Flexibility in the 21st Century*. Academy of Management Executive, XI(4): 22-42
- Hoddinott P., Pill, R. 1997. *Qualitative Research Interviewing by General Practitioners*. A personal view of the opportunities and pitfalls. Family Practice. 14(4), 307-312

Hodgetts R. M. 1999. *Dow Chemical's CEO William Stavropoulos on Structure and Decision Making*. Academy of Management Executive, 13(4): 29-35

Jaffe, S. 2001. *Do Pepsi and Gatorade Mix* [web article]. Business Week Online [accessed 05 February 2016]. Available from: <http://www.businessweek.com>

Maccoby, M. 2001. *Successful Leaders Employ Strategic intelligence*. Research Technology Management, 44(3): 58-60

Marketing Schools 2016. *International Marketing* [web page]. Marketing Schools [accessed 27 March 2016]. Available from: <http://www.marketing-schools.org/types-of-marketing/international-marketing.html>

Marketing Teacher 2014. *International Marketing Communications (Promotion)* [web page]. Marketing Teacher [accessed 12 February 2016]. Available from: <http://www.marketingteacher.com/international-marketing-communications-promotion/>

Miller, D. 1991. *State in the Saddle: CEO Tenure and the Match Between Organization and Environment*. Management Science, 37: 34-52

Mind Tools 2016. *The Marketing Mix and the 4Ps of Marketing* [web page]. Mind Tools [accessed 29 January 2016]. Available from: https://www.mindtools.com/pages/article/newSTR_94.htm

ProAgria 2015. *ProAgria Services* [web page]. ProAgria [accessed 28 November 2015]. Available from: <https://www.proagria.fi/en/services>

Quinn J. B., Anderson P., Finkelstein S. 1996. *Managing Professional Intellect: Making the Most of the Best*. Harvard Business Review, 74(2): 71-80

Rotemberg, J. J., Saloner, G. 2000. *Visionaries, Managers, and Strategic Direction*. RAND Journal of Economics, 31: 693-716

Sacks T.J. 2016. *Why PR Interns Should be Paid* [web article]. Tjsacks [accessed 12 March 2016]. Available from: <http://tjsacks.com/tag/public-relations/>

SATOA 2014. Kuopio Food Festival [web page]. SATOA [accessed 13 December 2015]. Available from: <http://satoa.fi>

SlideShare 2016. Strategic Management and Strategic Competitiveness [web page]. SlideShare [accessed 22 March 2016]. Available from: <http://www.slideshare.net/mahmoodku/mahmood-qasim-strategic-management-chap001>

Taylor N. F. 2016. *SWOT Analysis: What It Is and When to Use It* [web article]. Business News Daily [accessed 04 March 2016]. Available from: <http://www.businessnewsdaily.com/4245-swot-analysis.html>

Teece, D. J. 2000. *Managing Intellectual Capital: Organizational, Strategic and Policy Dimensions*. Oxford: Oxford University Press

The Marketing Donut 2016. *What is Qualitative Research* [web page]. The Marketing Donut [accessed 07 March 2016]. Available from: [http://www.marketingdonut.co.uk/marketing/market-research/what-is-qualitative-research-](http://www.marketingdonut.co.uk/marketing/market-research/what-is-qualitative-research-research-)

Trochim W. 2006. *Survey Research* [web article]. Social Research Methods [accessed 15 February 2016]. Available from: <http://www.socialresearchmethods.net/kb/survey.php>

Walton, N. 2016. *What is Research Ethics* [web article]. Research Ethics Canada [accessed 03 March 2016]. Available from: <https://researchethics.ca/what-is-research-ethics/>

APPENDIX 1 SURVEY COVER LETTER

Dear students,

You have been invited to participate in a Customer satisfaction questionnaire: SATOA Festival case study. The results of this questionnaire will be applied to my thesis work.

The idea of the following research is to identify the consumers' evaluation according to the last 2 years of experience received from SATOA festival in Kuopio, Finland. All participants have an opportunity to take a part in the lottery, where 2 winners will gain free food vouchers to use at SATOA 2016! :)

To participate in the questionnaire please click the link below:
<https://www.webpolsurveys.com/S/4E8B2E7D6F73DB0A.par>

This questionnaire will only take 3-5 minutes to complete. All responses will be processed anonymously and only group data will be public. The link will be available until 1.04.2016.

Thanks in advance for your participation!

Daria Chikunova
Daria.a.chikunova@edu.savonia.fi
LI12SM

Appendix 2

APPENDIX 2 CUSTOMER SATISFACTION QUESTIONNAIRE: SATOA FESTIVAL CASE STUDY

Background information

1. What is your gender? *
 - ☐ Male
 - ☐ Female
2. What is your age group? *
 - ☐ Under 21
 - ☐ 21-30
 - ☐ 31-40
 - ☐ 41-50
 - ☐ Over 50
3. What is your current occupation? *
 - ☐ Student
 - ☐ Unemployed
 - ☐ Self-employed
 - ☐ Employed
4. What is your nationality? *
 - ☐ Chinese
 - ☐ English
 - ☐ Estonian
 - ☐ Finnish
 - ☐ French
 - ☐ German
 - ☐ Italian
 - ☐ Japanese
 - ☐ Nigerian
 - ☐ Russian
 - ☐ Spanish
 - ☐ Vietnamese
 - ☐ Other _____
5. Where did you find the information about SATOA Festival?
 - ☐ Radio advertisement
 - ☐ Printed advertisement
 - ☐ Via Internet (facebook, vk.com, twitter, instagram). Please specify: _____
 - ☐ TV advertisement
 - ☐ From friends
 - ☐ Other, please specify: _____
6. What was the purpose of visiting the event?
 - ☐ Meeting new friends and people
 - ☐ Interest in foreign cuisine
 - ☐ Interest in street musicians' performance
 - ☐ Spending a weekend actively
 - ☐ Other, please specify: _____

Appendix 2

7. In these questions please express your satisfaction as a visitor of SATOA Food Festival.

Please choose the option that suits you best.

	Totally agree	Agree	Neutral	Disagree	Totally disagree
I was satisfied with the opening hours of the festival	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
I was satisfied with the opening days (Friday and Saturday)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
I enjoyed the performances of street musicians and artists during the festival	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
I think the price of food was fair	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
The variety of food was good and the food was tasty enough	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
SATOA staff was helpful	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

8. What do you think about SATOA activities during the festival?

E.g. performances of street musicians and artists, promo with free meal vouchers.

9. How would you improve SATOA activities?

Please list any ideas that might improve the festival. You can also give your feedback in the text area below.

Appendix 4

APPENDIX 3 RESPONSES OF OPEN-ENDED QUESTIONS

8. What do you think about SATOA activities during the festival? (n=27)

- Promos were cool and easy to participate.
- Not very noticeable. I did not see any.
- It was nice to have the free voucher. The street musicians were great as well.
- It was very crowded and so I couldn't enjoy the musicians as much as I'd have liked because they were under the noise of each other. I really liked the free promo with social media. The overall atmosphere was great!
- Very successful.
- Wonderfull.
- I only go there to eat something.
- I enjoy different kind of performances.
- It was great, especially free meal vouchers.
- They were good for the event, well thought out.
- It was good.
- There could have been more street performances.
- Actually I did not see any musicians or artistst.
- Very good and cosy atmosphere.
- I did not have time to see any.
- They were great.
- They were good.
- Good.
- It's really really nice festifal at very beatyfull place.
- Probably nice.
- I visted Satoa for the first time last summer, and I guess I went there so late (they almost closed everything already) that I didn't see any performances.
- I did not see any of those.
- Fine.
- They were nice! Music is always good.
- As far as I know, the vouchers were available only for foreigners, and Finns could not get one. But my friends and I knew about it only after we did advertise the event in insta and facebook pages. Want to fix it the year 2016. Everything else was great!!
- Promo with free meal vouchers was good idea for take chance to try something before they buy.
- Action with idea what you will post a picture of festival and get voucher was well.

9. How would you improve SATOA activities? (n=18)

- My Finnish friends were not able to participate in Instagram promos, and I think they should have had this opportunity.
- More space! The whole market square was empty except for the one boulevard and it didn't make sense that everything had to be so cramped. Opening hours to stay open longer in the evening and also Sunday would be great. More time to explore and re-taste everything.
- Add crumpets to British stands!
- Maybe more days. Such as thursday to sunday. Bigger meals.
- Somethings were quite expensive to eat and in there you can only pay by cash.
- The event is very good as it is already.
- Provide more food, because sometimes it was difficult to try "popular" meal, because of lots of people.

- I would like to see more performances during the festival. Last year i didn't see any.
- More seats where to eat food, last time it was raining and it was hard to get a place to eat. Also it was really difficult to walk with umbrella because everyone's umbrellas were bumping to each other.
- More food, more choices, more trash bins.
- More activities.
- It should last later at night.
- More different kind of food, not the same dish everywhere.
- The duration has to be fixed (want more days!)
- The price of food could be lower.
- More promos like free meal vouchers.
- I think there should be more space and seats. There was crowd of people in the street.
- Should be pictures of food in menu.

Appendix 4

APPENDIX 4 INTERVIEW QUESTIONS

- 1. Please tell me about the international marketing process and its importance for the SATOA project.**
- 2. Please mention what advertisement channels were used.**
- 3. Please tell me about the cooperation between restaurants and the organization.**

